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19 AUG 1982

Approved For Release 2005/07/14 : CIA-RDP87-01146R000200090012-0

MEMORANDUM FOR: Chief, Budget and Fiscal Branch, OL
Chief, Records and Services Branch, OL
Chief, Systems and Analysis Branch, OL
Chief, Building Planning Staff, OL
Chief, Personnel and Training Staff, OL
Chief, Procurement Management Staff, OL
Chief, Security Staff, OL
Chief, Logistics Services Division, OL
Chief, Printing and Photography Division, OL
Chief, Procurement Division, OL
Chief, Real Estate and Construction Division, OL
Chief, Supply Division, OL

25X1

FROM: [REDACTED]
Chief, Plans and Programs Staff, OL

SUBJECT: Office of Logistics Five Year Plan

REFERENCE: (a) Multiple addressee memo from D/L dated
12 JAN 82, same subject (OL 2 0086)

(b) Multiple addressee memo from C/P&PS dated
1 JUL 82, Third Quarter Objective Review
(OL 2 2815)

1. You are hereby reminded that updates to the Five Year Plan and OL Objectives for FY 1982-86, provided with reference (a), are due by 1 September 1982. Reference (b) requested that you review your current objectives and provide changes to this staff.

2. An additional copy of the Five Year Plan and OL Objectives for FY 1982-86 is attached for your convenience. We suggest you concentrate your efforts on updating OL objectives for FY 1982-86. The DDA level objectives from this package will become Section IV (Objectives) of the Five Year Plan and will be reviewed quarterly at Planning Conferences with the DDA. The remaining objectives will be reviewed at the Office and Division level. Please provide a milestone chart for each DDA and OL level objective with activities scheduled in FY 83. These charts will become Section V (First Year Schedule) of the Five Year Plan. We welcome your comments on other sections of the Five Year Plan.

3. Please contact [REDACTED] if additional information is required.

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Attachment

OL 2 3775

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SEPARATED FROM ATTACHMENTS

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OFFICE OF LOGISTICS FIVE-YEAR PLAN

FY 1982-1986

I. Introduction:

OL is a service organization. Services provided by the Office of Logistics cover a broad range of disciplines and involve a diverse support mission not found in most offices where activities are more monolithic.

Due to the unique nature of OL, office level goals and objectives must be stated in global terms, with Divisions' goals and objectives becoming more specific and focused. However, the common goal that integrates all service provided by OL is responsiveness.

The challenge which Logistics will face during the next five years will be to offset the effects of scarce resources through increased productivity. Therefore, what must occur is for OL to maximize the efficient utilization of existing resources through innovation, creative management, and increased utilization of improved technology. The assignment of organizational priorities the elimination of marginal systems, and the restructuring of decisions and personnel in a manner which increases productivity while monitoring responsiveness to the OL mission is the purpose of developing and implementing the five-year plan. However, it is clear that if OL is going to continue to be responsive in a time of limited resources, we must strive to create an atmosphere that will foster creativity and aggressively provide for innovative management. The Plan will become the basis for developing objectives for the Management by Objectives Program (MBO). These objectives will be assigned to specific divisions and staffs for accomplishment and will ultimately be included in Advance Work Plans (AWP) of senior managers. The Strategic Plan, MBO, Personnel Developments Plan, AWP, and the Program Call must all be melded together into a cohesive, effective strategy for OL.

II. Assumptions

1. Requirements

a. During the next five years, requirements for OL services and support will increase and, in parallel, so must its human and material resources if responsiveness is to be maintained and if greater effectiveness and efficiency is to be achieved.

WARNING NOTICE
INTELLIGENCE SOURCES
ALL METHODS INVOLVED

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b. Rapid response with limited resources will be required due to unanticipated demands, targets of opportunity, terrorist activities, covert operations, and paramilitary programs. Present requirements tend to require decentralized support through the assignment of personnel to various projects. A decentralization of compartmented configuration precludes growth being met with a stable but ever more efficient work force with efficiency achieved through capital improvements. A decentralized requirement may only be met by the assignment of personnel. Accordingly, OL must have a stable of talent to provide the mix of personnel to meet customer requirements. In the short term this mix may be achieved by hiring over the TO, with long range equilibrium achieved by negotiation with the customer for slots, through personnel becoming available for decentralized assignments, through increased productivity via capital investments, and via classical personnel action to adjust the TO to meet requirements.

2. Financial Resources

The Logistics budget will continue to be austere; the dollars available will decrease in absolute terms while demands for goods and services will continue to grow.

3. Personnel Resources

a. Attrition will continue at a nominal rate, but it will be challenging to retain professional personnel.

b. The personnel ceiling will remain relatively stable. The types of OL positions, distribution of skills, and training criteria may need to be realigned.

c. Support personnel in the field will be increased over the next five years. Logistics personnel will be increased in proportion. A hostile overseas environment will make the assignment of personnel overseas more difficult.

4. Facilities Management

a. As the Headquarters and other Agency buildings age, costs of operating and maintaining these facilities will increase. The cost of maintaining utility system reliability will be particularly high.

b. Office space will be further exacerbated as the population grows and as computers and other technical

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5. Energy

Energy resources will become increasingly scarce and more costly requiring greater efforts in the management and conservation of these resources. There will be a dramatic increase in the cost of services such as transportation and utilities, which are energy-intensive.

6. Political Environment

Attitudes of Congress, the press, and the general public will become more favorable towards the Agency, but Agency activities will continue to be closely monitored.

7. Paramilitary Activities

As the turbulence and turmoil in the unsettled world continue, the Agency may be tasked to increase covert action abroad.

8. Technical Collection

The continued advances in technical collection systems will require commensurate highly responsive logistics support systems.

9. Information Handling

Pressures will continue to reduce the voluminous amounts of paperwork and files and to develop efficient information-handling alternatives. The quality, storage, and retrieval of information will have to be improved.

III. Goals

1. Maintain a highly trained and motivated work force, equipped with the skills and tools necessary to fulfill mission requirements efficiently and effectively. Through the maintenance of training programs and effective career management, encourage the advancement of our personnel, as well as new ideas and new approaches. Emphasize teamwork, integrity, and security consciousness to promote "esprit de corps" and rekindle a sense of pride in self and mission.

2. Continue to provide high quality service and remain responsive to changing requirements. Adapt new managerial approaches, establish new programmatic and personnel initiatives and enhance our decision-making process.

3. Continue to maximize the utilization of current resources and to upgrade and expand capital resources to promote efficient operations.

4. Continue to examine our relationships with other Government agencies to identify items of common concern which we can influence and strengthen to provide more satisfactory support to the Agency.

IV. Objectives

1. - Develop and implement a Logistics Women's Program.
 - Perform a comprehensive personnel functional analysis of the Logistics work force for the purpose of identifying job requirements, qualifications, assignments, training and rotational guidelines, as well as an overall rounding considered essential for individuals who demonstrate a high potential for development to managerial positions.
2. - Reexamine the OL management structure and ensure that levels of authority and responsibility are appropriately defined and communicated.
3. - Complete modifications of Headquarters space for SAFE Program. 25X1
 - Construct 50,000 net square feet of additional space
 - Consolidate Agency Metropolitan Washington area activities in a building on the Headquarters compound.
 - Develop and implement a ten-year construction plan.
 - Renovate space and relocate personnel and equipment in support of SAFE, Phase II.
 - Implement Digital Prepress System.
 - Develop and implement a Logistics Integrated Management System (LIMS).
 - Provide a system for more timely and efficient response to space requirements.

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4.

- Continue to work closely with GSA to improve service to the Agency and obtain independent authority for the Agency to lease, acquire, or construct real property.
- Provide support as required to the National Intelligence Emergency Planning Staff (NIEPS).

V. First Year Schedule

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O - Scheduled
X - Actual

Office: OL/
Objective Statement: Develop and implement a Logistics Women's Program
Responsible Officer: D. King
Significant Funding Amount: \$ _____ FY 82
Date Submitted:

Activities Planned	Quarter 1			Quarter 2			Quarter 3			Quarter 4	
	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG
Establish a Women's Working Group	X										
Conduct a survey to obtain ideas and opinions on problems and issues of concern to OL women		X									
Formulate a program					O						
Discuss program with OL women							O				
Implement program									O		

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X - Actual

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Office: OL/P&TS
 Objective Statement: Comprehensive review of the personnel management function
 Responsible Officer:
 Significant Funding Amount: \$ FY 82
 Date Submitted:

Activities Planned	Quarter 1			Quarter 2			Quarter 3			Quarter 4		
	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP
Refinement of agenda of personnel management actions				0								
Recruitment												
Quarterly update of Recruitment Guides				0			0			0		
Develop written brief of administrative information for Logistics applicants					0							
Personnel Evaluation												
Explore feasibility of issuing internal OL instructions designed to focus PAR narratives						0						
Career Management												
Improve utility of OL Planning Questionnaire to permit easy grouping by assignment preferences							0					
Communications												
Revise/Update OL Personnel Handbook and Developmental Profiles											0	

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X - Actual

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Office: OL/P&TS
 Objective Statement: Comprehensive review of the personnel management function
 Responsible Officer:
 Significant Funding Amount: \$ FY 82
 Date Submitted:

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Activities Planned	Quarter 1			Quarter 2			Quarter 3			Quarter 4		
	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP
<u>Communications (cont'd)</u>												
Update and reissue Logistics Instructions and Notices								0				
<u>Statistical Support</u>												
Develop "executive summary" to accompany detailed monthly strength report						0						
Validate accuracy of monthly strength report				0								
Explore feasibility of sing computer to generate personnel reports											0	
<u>Other</u>												
Define material which should be held in RYBAT file and purge current file								0				
Complete review and disposal of inactive personnel records				0								

O - Sched
X - Actua

Office: OL/P&PS
Objective Statement: Reexamine OL management structure and ensure that levels of authority and responsibility are appropriately defined and communicated
25X1 Responsible Officer:
Significant Funding Amount: \$ FY 82
Date Submitted:

Activities Planned	Quarter 1			Quarter 2			Quarter 3			Quarter 4	
	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG
Develop organization alternatives	X										
Hold a meeting with all component chiefs to discuss alternatives and brainstorm		X									
Provide follow-up ideas and discussions resulting from the meeting				O							
Implement improvements						O					

0 - Schedu
X - Actual

Office: OL/RECD
Objective Statement: Complete modifications of Headquarters space for the SAFE program
Responsible Officer:
Significant Funding Amount: \$ FY 82
Date Submitted:

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Activities Planned	Quarter 1			Quarter 2			Quarter 3			Quarter 4	
	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG
1. Complete Phase I UPS installation					0						
2. Obtain funds for Phase II 60 Hz UPS				0							
3. Order Phase II 60 Hz UPS				0							
4. Complete redesign of Phase II site work			0								
5. Initiate Phase II construction						0					

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O - Scheduled
X - Actual

Office:

OL/RECD

Objective Statement:

Construct 50,000 net square feet of additional space

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25X1 Responsible Officer:

Significant Funding Amount:

\$ _____ FY 82

Date Submitted:

Activities Planned	Quarter 1			Quarter 2			Quarter 3			Quarter 4		
	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP
1. Complete design					0							
2. Transfer Phase I construction funds to GSA				0								
3. Commence construction									0			

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O - Sched
X - Actual

Office: OL/BPS
Objective Statement: Consolidate Agency Metropolitan Washington Area Activities
Responsible Officer: [REDACTED]
Significant Funding Amount: \$2.8 Million FY 82 or FY-83; [REDACTED] for FY-84
Date Submitted:

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Activities Planned	Quarter 1			Quarter 2			Quarter 3			Quarter 4	
	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG
Informal presentation of Master Plan to NCPC	OX										
Submit Master Plan to NCPC		OX									
Brief Sr Agency Management on Progress of Building Program		OX									
Formal NCPC presentation				0							
Establish technical advisory staff to assist in developing design data				0							
Complete Hi-Reliability Utility Study							0				
Complete Request for Proposal (RFP) of A&E									0		
Revise Cost Analysis (OMB A-104)										0	
Issue RFP										0	
A&E bidder selection										0	

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O - Sched
X - Actua

Office: OL/LSD
Objective Statement: Renovate space and relocate personnel and equipment in support of SAFE, Phas.
Responsible Officer:
Significant Funding Amount: \$ FY 82
Date Submitted:

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Activities Planned	Quarter 1			Quarter 2			Quarter 3			Quarter 4	
	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG
Begin preliminary design of space	X										
Complete drawings for renovation			O								
Relocate personnel and equipment						O					

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0 - Sched
X - Actual

Office: OL/P&PD
Objective Statement: Implement the Digital Prepress System (3 year Project)
Responsible Officer:
Significant Funding Amount: \$335,000 FY 82 (FY-82 Costs Only)
Date Submitted: 12 November 1981

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Activities Planned	Quarter 1			Quarter 2			Quarter 3			Quarter 4	
	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG
1. Order Laser Platemaker			0								
2. Order Electronic Camera					0						
3. Training for Platemaker (at vendor site)							0				
4. Site Preparation								0			
5. Installation of Laser Platemaker								0			
6. Laser Platemaker Acceptance Testing									0		
7. Initial Laser Plate- maker Production										0	
8. Installation of Electronic Camera										0	
9. Electronic Camera Acceptance Testing											0
10. Initial Electronic Camera Production											

0 - Scheduled
X - Actual

Office: OL/P&PS
Objective Statement: Develop a Logistics Integrated Management system (LIMS)
Responsible Officer:
Significant Funding Amount: \$350,000 FY 82
Date Submitted:

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Activities Planned	Quarter 1			Quarter 2			Quarter 3			Quarter 4		
	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP
Prepare detailed requirements for LIMS' eight modules:												
Requisitioning						0						
Cataloging					0							
Procurement							0					
Inventory								0				
Receiving				0								
Distribution								0				
Management Info.									0			
Gen. Requirements									0			
Prepare/disseminate RFP										0		
Select Vendor												
Issue Contract												
Design/test ASAPS				0								
Implement first ASAPS Application					0							

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staffing. Since the OL is a support/service organization, OL's capabilities and growth must be keyed to the requirements and growth of OL's customers. Because the Agency is growing, personnel increases are projected as a need in all OL components to enable OL to remain responsive to the increasing requirements. It is anticipated that in the short term, staffing limitations can be overcome by increases in personnel authorizations and, in the long run, productivity may be improved by new technology acquisition, and responsiveness maintained through keying capabilities to requirements through permanent adjustments to the TO.

Funding shortages are projected for the forthcoming two-year period. The majority of objectives are capital improvements. To the extent that these objectives are not funded, the respective areas will be degraded proportionally. The major project wherein we expect to achieve productivity, efficiency, effectiveness and responsiveness within the near term is the development/implementation of the Logistics Integrated Management System (LIMS).

It is projected that, through 1987, the development/implementation of LIMS will cost approximately \$5.3 million. For FY-82 some \$350,000 has been allocated towards the development phase; this amount will be committed to a vendor yet to be selected through the RFP process. Funding for FY-83 has been established at a \$720,000 level - about 50 percent short of projected needs. Projections for out years' funding appears similarly short. Should the necessary funding for LIMS not occur as needed, a significant initial investment in LIMS' early development appears in jeopardy; further OL would have to maintain its current way of support to customer materiel and services requirements.

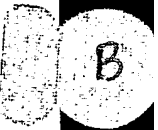
Submitted:

Director of Logistics

Approved:

Deputy Director for Administration

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OFFICE OF LOGISTICS OBJECTIVES

FY 1982-1986

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This matrix of OL objectives is organized by division and staffs. It lists the objectives necessary to achieve the overall goals in the Five-Year Plan and cross-references OL objectives to DDA goals.

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REAL ESTATE & CONSTRUCTION

<u>Objective</u>	<u>DDA Reference</u>	<u>82</u>	<u>83</u>	<u>84</u>	<u>85</u>	<u>86</u>	<u>DDA</u>	<u>Tracking Level</u>	
								<u>OL</u>	<u>Div.</u>
Enhance utilities reliability at Headquarters	3	*						*	
Complete modifications of Headquarters space for SAFE Program.	3,4	*					*		
Make firewall, firedoor, and short circuit protection improvements at Headquarters	3	*							*
Replace supplemental HVAC system in Ames Building	6	*							*
Install chilled-water type supplemental HVAC system in Key Building	3	*							*
Modify building and support systems in support of OC Data Distribution System	3	*	*	*	*	*			*
Acquire operational field office space using GSA 5,000 square feet delegation	3,4,8	*	*	*	*	*			*
Lease and renovate 30,000 square feet of new Credit Union space	3	*						*	
Construct 50,000 net square feet of additional space 	3	*	*				*		

REAL ESTATE & CONSTRUCTION

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Objective	DDA Reference	82	83	84	85	86	DDA	Tracking Level	
								OL	Div.
	3,4	*	*				*		
Install new cooling tower at powerplant	3		*						*
Accomplish reconfiguration of powerplant chilled water headers (to minimize risk of single point failure of entire system	3		*						*
Install new standby control air compressor in main building and powerplant	3		*						*
Addition of new transformer vault for load growth in main building	3,6		*						*
Construction of a special chilled water loop to cool operational equipment separately from building HVAC systems	3		*						*
Construct additional emergency feeder to north side of Headquarters Building	3		*						*
Provide alternate water source at Headquarters including at least 3 new fire hydrants	3			*					*
Replace one Somat machine	6			*					*
Install additional 2,500 KW generator at Headquarters	3			*					*
Install additional dual temperature thermostats at Headquarters	3,6			*					*

REAL ESTATE & CONSTRUCTION

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Objective	DDA Reference	82	83	84	85	86	DDA	Tracking Level	
								OL	Div.
Overhaul and repair automatic controls, including damper and valve mechanisms	6			*					*
Support OC Project Speedwire	3			*	*	*			*
Procure and install a 2,000 kVA UPS in new power vault at Headquarters	3				*				*
Replace a main chiller at Headquarters powerplant	3,6				*				*
Investigate "Satellite Ground Station" level of maintenance on critical equipment	6				*				*
Upgrade powerplant transformer and switchboard	6				*				*
Support Information Handling System Architects' Strategic Plan for dispersed mini-computers	6					*			*
Replace second main powerplant chiller	6					*			*
Investigate possibility of establishing periodic scheduled engineering inspection of world-wide Agency facilities	1,3,4, 5,7,8		*	*	*	*			*
Take over "special use" areas	3			*	*	*		*	
Continue to work closely with GSA to improve service to the Agency and obtain independent authority for the Agency to lease, acquire, or construct real property.	9	*	*	*	*	*	*		

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PRINTING & PHOTOGRAPHY

<u>Objective</u>	<u>DDA Reference</u>	<u>82</u>	<u>83</u>	<u>84</u>	<u>85</u>	<u>86</u>	<u>DDA</u>	<u>Tracking Level</u>	
								<u>OL</u>	<u>Div.</u>
Study the feasibility of establishing a formal training and development program for Photography Branch	1,2	*	*						*
Implement Digital Prepress System	5,6,8	*	*	*			*		
Implement consolidated Agency-wide Copier Management Program	3,5,6,8	*						*	
Conduct a Waste Measurement Program	3,4,6,8	*	*						*
Develop Work Standards and Measure Productivity via the MIS	3,4,6,8	*	*						*
Implement Job Management via the MIS	3,4	*							*
Install and implement datalink between P&PD (Computer Output Microfilm) Center and ODP Computer Center and install online/offline alphanumeric COM equipment	3,4	*							*
Evaluate and make recommendations on support to the Agency Videodisc Production Requirements	8	*						*	
Establish a Safety Program with Branch level emphasis and responsibility	3	*							*
Monitor GSA response to requirements	9	*							*

PRINTING & PHOTOGRAPHY

<u>Objective</u>	<u>DDA Reference</u>	<u>82</u>	<u>83</u>	<u>84</u>	<u>85</u>	<u>86</u>	<u>DDA</u>	<u>Tracking Level</u>	
								<u>OL</u>	<u>Div.</u>
Develop a Computerized Preventive Maintenance Program to prescribe and track maintenance requirements and all costs for equipment requiring contractual, in-house, or vendor-supplied remedial maintenance and repair	3,4	*							*

LOGISTICS SERVICES

Renovate space and relocate personnel and equipment in support of SAFE, Phase II	3	*					*		
Relocate elements of NFAC to complete their reorganization	3	*							*
Complete backfill of space allocation to the DCI, DDO, DDA, and DDS&T	3	*							*
Promote Agency Vanpooling Program	3	*							*
Become more efficient in the management and conservation of energy resources	3	*							*
Provide a system for more timely and efficient response to space requirements	8			*			*		

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PROCUREMENT

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<u>Objective</u>	<u>DDA Reference</u>	<u>82</u>	<u>83</u>	<u>84</u>	<u>85</u>	<u>86</u>	<u>DDA</u>	<u>Tracking Level</u>	
								<u>OL</u>	<u>Div.</u>
Establish effective acquisition procedures	4	*						*	
Establish an automated Management Information System	3,4	*						*	
Extend automation within the procurement process	3,4	*						*	
Establish a coordinated planning and forecasting mechanism	4	*							*
PLANS AND PROGRAMS									
Develop and implement a Logistics Integrated Management System	8	*	*	*	*	*	*		
Remain responsive to increased surge requirements by acquiring additional personnel	5	*							*
Work with management to key support growth to growth in requirements	5		*	*	*	*		*	
<div data-bbox="152 1646 701 1713" style="border: 1px solid black; width: 338px; height: 32px;"></div>	9	*	*	*	*	*			*
Reexamine the OL management structure and ensure that levels of authority and responsibility are appropriately defined and communicated	1	*					*		
Provide support as required to the National Intelligence Emergency Planning Staff	7	*	*	*	*	*	*		
PROCUREMENT MANAGEMENT									
Revise and improve the Contract Inspection Report									*

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PROCUREMENT MANAGEMENT

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Tracking Level

<u>Objective</u>	<u>DDA Reference</u>	<u>82</u>	<u>83</u>	<u>84</u>	<u>85</u>	<u>86</u>	<u>DDA</u>	<u>OL</u>	<u>Div.</u>
Hold a minimum of three Procurement Policy Panel Meetings	4	*							*
Establish a Procurement Planning Committee to promote the exchange of information among all contracting officers	1,2	*							*
Continue support to OL and procurement teams	8	*	*	*	*	*			*
SECURITY									
Increase briefings and communications with employees to instill greater security awareness	2	*	*	*	*	*			*
Consolidate and/or eliminate records	4	*							*
BUILDING PLANNING									
Consolidate Agency Metropolitan Washington Area activities in a building on the Headquarters compound	4	*	*	*				*	
Develop and implement a Ten-Year Construction Plan	4	*	*	*	*	*	*		
RECORDS & SERVICES									
Establish an efficient system for correspondence and records handling	4	*						*	
Install an automated documents control system	4	*						*	

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RECORDS & SERVICES

<u>Objective</u>	<u>DDA Reference</u>							<u>Tracking Level</u>	
		<u>82</u>	<u>83</u>	<u>84</u>	<u>85</u>	<u>86</u>	<u>DDA</u>	<u>OL</u>	<u>Div.</u>
Investigate more efficient methods of document creation, storage and retrieval	4		*						*

SYSTEMS ANALYSIS

Eliminate duplication of vendor address changes	4	*							*
Maximize utilization of automated storage and retrieval systems	4	*							*
Provide support to establish a facility for the uniform electrical transmission of documents (AIM electronic mail)	4		*					*	

SUPPLY

Ensure that Supply Officer Trainees (SOTs) are well trained to meet future requirements at Headquarters and overseas	1	*							*
Identify a corps of logistics careerists and ordnance technicians to form the nucleus of a quick reaction support team	5,8	*						*	
Automate Central Depot activities for tracking through the Inventory Control System	3,4	*							*

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<u>Objective</u>	<u>DDA</u> <u>Reference</u>	<u>82</u>	<u>83</u>	<u>84</u>	<u>85</u>	<u>86</u>	<u>DDA</u>	<u>Tracking Level</u> <u>OL</u>	<u>Div.</u>
SUPPLY									
Increase sea tonnage shipments to overseas stations by 5% (from 40% in FY-81) with a corresponding decrease of 5% in air tonnage shipments (from 60% in FY-81)	4	*						*	
PERSONNEL AND TRAINING									
Perform a comprehensive personnel functional analysis of the Logistics work force for the purpose of identifying job requirements, qualifications, assignments, training and rotational guidelines, as well as an overall rounding considered essential for individuals who demonstrate a high potential for development to managerial positions.	1	*					*		

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